



**ANALYSIS OF TRANSFORMATIONAL LEADERSHIP IN THE
IMPLEMENTATION OF EMPLOYEE DISCIPLINE IN BAPPELITBANGDA,
WAJO DISTRICT**

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Abstract

Leadership can be considered successful if it can direct all subordinates without any protest. Therefore, the role of a leader is crucial in an organization. It's not just one or two individuals with similar personalities; rather, many subordinates within an office possess varying characteristics, making it challenging for a leader to ensure compliance with policies and decisions. The research question addressed is how and what are the barriers and enablers of transformational leadership in the implementation of employee discipline at the Wajo Regency Research and Development Agency (Bappelitbangda). The purpose of this study is to analyze and identify transformational leadership in the implementation of employee discipline at the Wajo Regency Research and Development Agency (Bappelitbangda). This study employed a qualitative descriptive method. Data collection techniques included observation, interviews, and documentation. Data analysis utilized triangulation. Based on the research findings, transformational leadership in the implementation of employee discipline at the Wajo Regency Research and Development Agency (Bappelitbangda) revealed a leadership model that is more inspiring to coworkers, progressive, open-minded, provides a good example, and motivates employees to be more disciplined in their work, effectively and efficiently, thereby achieving predetermined goals.

Keywords: Transformational Leadership, Discipline

Abstrak

Kepemimpinan dapat dikatakan berhasil apabila mampu mengarahkan semua bawahannya tanpa ada yang protes satu pun, sehingga peran pemimpin sangat dibutuhkan dalam suatu organisasi sebab tidak hanya satu atau dua orang yang memiliki kepribadian yang serupa melainkan di antara banyaknya bawahan dalam kantor tersebut pasti memiliki karakter yang berbeda-beda hingga tidak mudah bagi seorang pemimpin yang bisa membuat mereka patuh terhadap kebijakan dalam setiap keputusan yang sudah ditetapkan. Adapun permasalahan yang ingin dijawab dalam penelitian ini adalah Bagaimana dan apakah yang menjadi penghambat dan pendukung kepemimpinan transformasional dalam penerapan kedisiplinan pegawai di Bappelitbangda Kabupaten Wajo. Sedang tujuan penelitian ini adalah untuk menganalisis dan mengidentifikasi kepemimpinan transformasional dalam penerapan kedisiplinan pegawai di Bappelitbangda Kabupaten Wajo. Penelitian ini menggunakan metode penelitian deskriptif kualitatif. Teknik pengumpulan data dalam penelitian ini adalah dengan cara observasi, wawancara, dan dokumentasi. Analisis data menggunakan teknik triangulasi. Berdasarkan hasil penelitian kepemimpinan transformasional dalam penerapan kedisiplinan pegawai di Bappelitbangda Kabupaten Wajo, model kepemimpinan yang lebih menginspirasi rekan kerjanya, progresif, berpikiran terbuka, memberikan contoh yang baik,



dan memotivasi pegawai agar lebih disiplin lagi bekerja secara efektif dan efisien sehingga bisa mencapai tujuan yang telah direncanakan.

Kata Kunci : Kepemimpinan Transformasional, Kedisiplinan

I. INTRODUCTION

Every agency or organization needs a leader who is expected to be able to lead all subordinates effectively. This is especially true for leaders who can motivate, direct, and inspire them to work optimally, achieving excellent performance in line with the desired goals.

One key to success that influences an agency is its leadership. The term "getting out of your comfort zone" is often heard, which refers to the goal of every activity undertaken to achieve good results, always innovating in line with the vision and mission, and avoiding being stuck in the same zone.

According to Ali (in Nur Laili Fitriah 2020), leadership is the core of an organization and management. Leadership plays a crucial role in determining the success and failure of an organization in its efforts to achieve shared goals. Leadership plays a crucial role in monitoring and enforcing discipline within an organization. Leadership is the process by which an individual or group exerts influence over others to achieve goals or objectives. Leadership is the positive ability possessed by an individual to influence others and serves as a system for providing a beneficial impact to achieve optimal results. According to G. R. Terry (in Sundari, Rozi, and Syaikhudin 2022), leadership is a relationship within a leader, influencing others to work together consciously in a task relationship to achieve the leader's goals.

According to Raihanah Daulay (in Tampubolon 2022), leadership is the process of influencing or setting an example by a leader to his followers in an effort to achieve organizational goals. The natural way to learn leadership is through practice, such as apprenticeship with a skilled artist, craftsman, or practitioner. A leader must be an example to those they lead, both in their work and in their activities within and outside the organization. To further deepen their leadership skills, a leader can exchange information with experts in the field to become more mature in the practice of leadership activities within the organization. However, leadership can be considered successful if it can direct all subordinates without any protest because they already understand the intent and purpose. Therefore, the role of a leader is crucial in an organization. It's not just one or two individuals with similar personalities; rather, many subordinates within an office possess varying

characters. It's challenging for a leader to ensure they comply with policies and decisions. Therefore, involving subordinates before making decisions is crucial. Essentially, leadership is the ability to influence others. It not only acts as a sound decision-maker from available alternatives but can also serve as a source of inspiration, guidance, and direction for subordinates in a positive direction.

In an era of globalization and rapid change, transformational leadership is a key approach to improving the performance of public sector organizations. Various studies, such as those conducted by Bass & Riggio (2006), demonstrate that transformational leaders are able to motivate subordinates to transcend personal interests for the sake of organizational goals. In Indonesia, employee discipline remains a major challenge, particularly in government bureaucracy. Low work discipline can hamper the effectiveness of public services and the achievement of regional development goals. According to Bas (in Roni Harsoyo 2022), transformational leadership is in some ways an extension of transactional leadership. Transactional leadership emphasizes the transactions or exchanges that occur between leaders, colleagues, and followers. Transformational leadership inspires followers to commit to the organization's vision and goals, challenges them to be innovative problem solvers, and develops followers' capacity through coaching, mentoring, and providing challenge and support.

According to Robbins (in Faizah 2022), transformational leadership is defined as leaders who can motivate followers to carry out and manage their own interests for the benefit of the organization. Through individual friendliness, intellectual stimulation, and idealistic influence, all of which will result in extra effort from employees for greater organizational effectiveness.

However, one of the challenges of transformational leadership is related to employee discipline, which is also closely related to how leaders within an agency can influence their subordinates to be disciplined in accordance with existing policies. Employees who fail to comply with disciplinary rules are certainly related to the leadership style of their leader, which can lead to disciplinary issues not being properly addressed.

According to Hurlock (Badriyah et al. 2023), "Discipline is training in self-control or education (teaching children what to do or how to follow the rules). Therefore, according to Hurlock, discipline is a way to train individuals or individuals in self-control or to train individuals to understand what they can and cannot do according to prevailing societal regulations.

According to Hasibuan (Mbate'e 2020), discipline is a person's awareness and willingness to comply with all company regulations and applicable social norms.

Employee discipline is a crucial attitude in supporting the successful implementation of an agency's duties and functions. Good discipline will create a conducive work environment, increase productivity, and help the agency achieve its vision and mission. In government, discipline encompasses not only adherence to working hours but also adherence to standard operating procedures (SOPs), responsibility for tasks, and a commitment to providing the best public service.

In Wajo Regency, as a region focusing on sustainable development and regional innovation, the role of the Regional Development Planning Agency (Bappelitbangda) is highly strategic. However, the success of designed programs depends heavily on the quality of the human resources within them. In this situation, transformational leadership is expected to be a solution to improve employee discipline because transformational leaders have the ability to serve as role models for all, provide enthusiastic motivation, and build shared commitment. Based on initial interviews with several employees at the Wajo Regency BAPPELITBANGDA, it was found that the leadership style of superiors was considered less inspiring and tended to be bureaucratic. Leaders used an instructive approach rather than a participatory one. In fact, in transformational leadership theory (Burns, 1978), leaders who are able to provide inspiration, intellectual stimulation, and individual attention can increase employee commitment and work discipline. Although this leadership is considered relevant and has the potential to improve employee discipline, its implementation in government environments often faces obstacles, including a work culture that tends to be slow and static, a lack of leadership training and development, and an intensity of change. This leadership focuses on encouraging positive change within the agency, so an in-depth analysis is needed to determine the extent to which transformational leadership is implemented by leaders at the Wajo Regency Bappelitbangda, as well as feedback on employee discipline.

However, based on preliminary data, the level of employee discipline at the Wajo Regency Regional Development Planning Agency (Bappelitbangda) still faces a number of challenges, as evidenced by several indicators, such as delays in completing assigned work and tasks, less-than-ideal implementation of organizational regulations, low compliance with established rules, lack of initiative, and high absenteeism. These factors indicate serious challenges in implementing employee discipline.

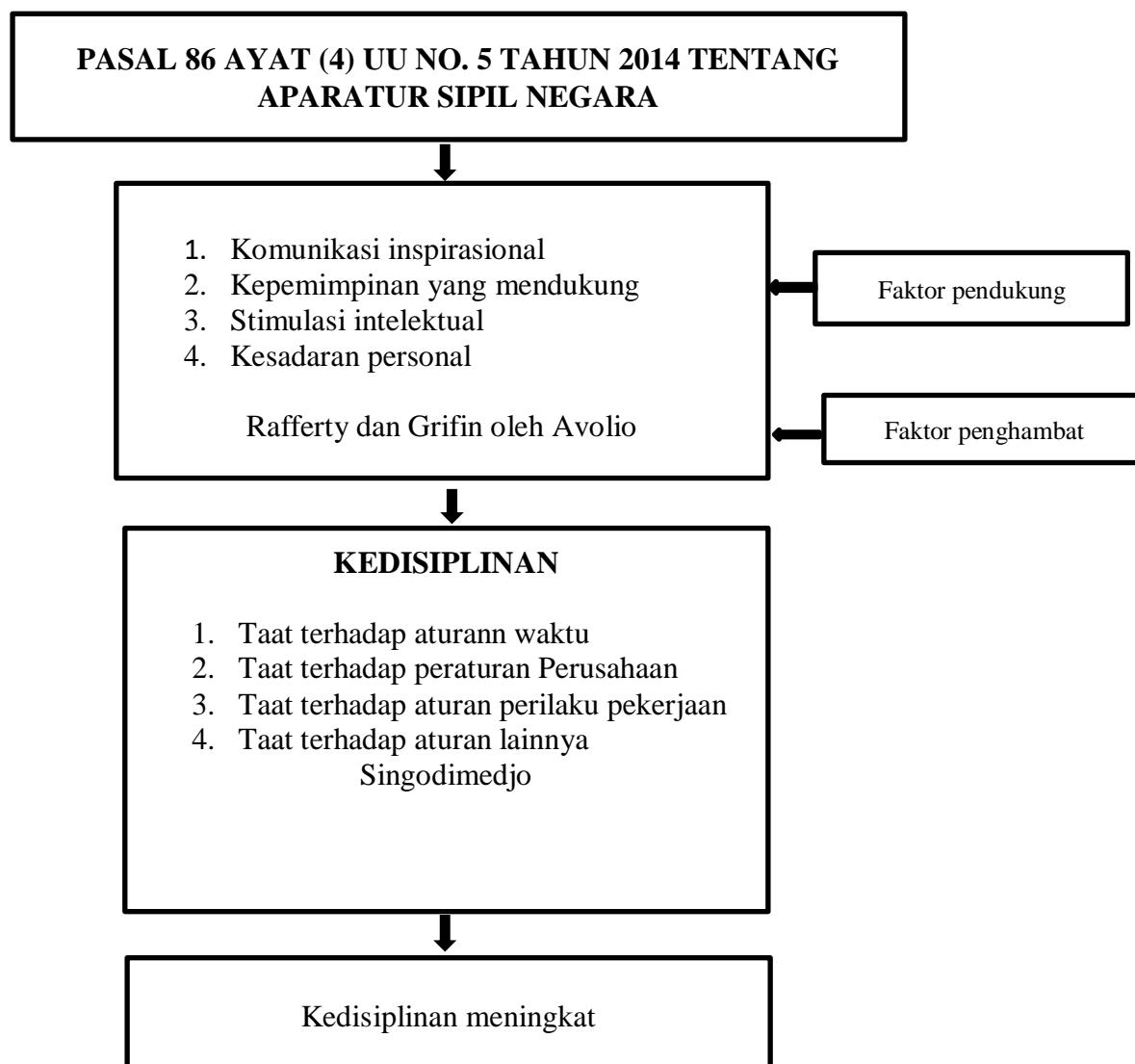
Based on the above description and its associated problems, the author is interested in further elaborating on these issues, entitled "Analysis of Transformational Leadership in the Implementation of Employee Discipline at the Wajo Regency Regional Development Planning Agency (Bappelitbangda)."

From the explanation of the background of the problem above, the research problem can be formulated as follows: how and what are the supporting and inhibiting factors in the analysis of transformational leadership in the implementation of employee discipline at the Wajo Regency Regional Development Planning Agency (Bappelitbangda).

The purpose of this research is to analyze and identify the supporting and inhibiting factors of transformational leadership in the implementation of employee discipline at the Wajo Regency Regional Development Planning Agency (Bappelitbangda). The benefits of this research include theoretical and practical benefits. This research contributes to knowledge, particularly in the field of Public Administration in general. It is hoped that the results of this study can provide input for the implementation of transformational leadership in employee discipline at the Wajo Regency Research and Development Agency (Bappelitbangda).

According to Sugiyono (Badriyah 2021), the conceptual framework theoretically connects various research variables, namely the dependent variable with the independent variable, which will be measured and observed throughout the research process. Broadly speaking, this conceptual framework illustrates the crucial role of transformational leadership in improving employee discipline. With the appropriate application of a transformational leadership style, employee discipline at the Wajo Regency Bappelitbangda is expected to improve, thereby contributing to better performance and optimal achievement of regional development goals.

This conceptual framework will be the basis for the analysis in this study as follows:



II. RESEARCH METHODS

This research method uses a qualitative descriptive approach. According to Mulyana (in Mouwn Erland 2020), qualitative research is defined as research that uses scientific methods to uncover a phenomenon by comprehensively describing data and facts in words for the research subjects. The research focuses on the supporting and inhibiting factors in the analysis of transformational leadership in the implementation of employee discipline at the Wajo Regency Research and Development Agency (Bappelitbangda).

The data sources used in this study are primary and secondary. Primary data is obtained from interviews containing questions related to the analysis of transformational leadership in the implementation of employee discipline at the Wajo Regency Research and Development

Agency (Bappelitbangda). Secondary data, on the other hand, supports the research, obtained from observations and the organizational structure of the Wajo Regency Research and Development Agency (Bappelitbangda), as well as other supporting sources. Sugiyono (in Salma, 2022) argues that the focus of research is one of the assumptions about phenomena in qualitative research, namely that the phenomena of an object are holistic (comprehensive, inseparable). Therefore, qualitative researchers will not base their research solely on research variables, but rather on the entire social situation being studied, encompassing aspects of place, actors, and activities that interact synergistically. The description of this research focus is tailored to the research problem formulation.

The methods used for data collection in this study were observation, interviews, and documentation. Using data analysis techniques according to Miles and Huberman (in Mechtildis Olivia, 2022), the data analysis process consists of three interrelated phases carried out simultaneously: data reduction, data presentation, and conclusion drawing.

In qualitative research, data validity is maintained through validity tests, one of which is triangulation, according to Sugiyono in (Mekarisce 2020) Triangulation tests data using various sources and methods to obtain more accurate results, including source triangulation, technique triangulation and time triangulation.

III. RESEARCH RESULTS

Based on the research findings, guided by the problem formulation and conceptual framework in this study, we can describe the interview results and observations related to transformational leadership in the implementation of employee discipline at the Wajo Regency Research and Development Agency (Bappelitbangda). Transformational leadership operates smoothly in an agency when employees contribute effectively, particularly regarding discipline, as all programs can run smoothly and according to predetermined plans. Transformational leadership is related to collaboration between leaders and colleagues to create shared goals for the future. Transformational leaders define the need for change, create a new vision, make a commitment to implement that vision, and transform their followers, both individually and as a team. Employee discipline will always be crucial to achieving goals, as without discipline, all activities will be impossible to complete on time.

Inspirational Communication.

Inspirational leaders are able to provide a clear and compelling picture of the organization's future. They explain how these goals can be achieved, serve as role models, set high work standards, and demonstrate confidence and careful consideration in every decision.

Based on the interview results, the leadership of Bappelilitbangda in Wajo Regency implemented effective and structured inspirational communication. This approach not only conveys instructions but also allows for input from subordinates to improve task implementation effectiveness and performance achievement. This finding aligns with Bass's (Roni Harsoyo 2022) argument that one component of transformational leadership is inspirational motivation, namely the leader's ability to convey a clear vision, provide meaning to tasks, and increase work enthusiasm and discipline among subordinates. Supportive leadership.

This leadership style is characterized by attention to employee needs and well-being. Leaders strive to create a harmonious work environment, full of psychological support, and establish warm and close relationships with employees so they feel valued and cared for.

The interviews revealed that the leadership of Bappelilitbangda in Wajo Regency not only provides various forms of assistance, including organizational structure, emotional support, operational smoothness, social relations, and technology utilization, but is also committed to building a conducive work environment and promoting employee well-being. Furthermore, he demonstrated a strong commitment to developing human resource quality, enforcing discipline at work, and respecting the diversity of individual competencies by providing space for gradual capacity building and performance improvement. This is in line with Robbins & Judge's (Ngadin 2022) opinion that effective leaders not only give orders but also create a supportive work environment, both physically, through facilities, emotionally, through psychological support, and socially. Leaders must be able to manage organizational culture to boost team performance. However, some work patterns remain long-standing and difficult to change, becoming obstacles to supportive leadership. Some employees still work with old systems without attempting to step out of their comfort zones and try new things. They even lack their own initiative, always waiting for orders from their leaders before acting. This makes it difficult for new ideas or improvements to emerge. Furthermore, they are afraid to do something new for fear of criticism from their leaders, making it difficult for them to adapt and experiencing no progress at all. Therefore, they become more accustomed to old work methods to avoid them and choose not to change.

Intellectual Stimulation.

Leaders encourage employees to think more actively, be open to new ideas, and be able to see problems from multiple perspectives. This helps increase employee awareness and creativity in solving workplace problems.

Interviews revealed that the Bappelitbangda leadership consistently fosters a conducive and supportive work environment by instilling values of openness and clarity of information within the organization. They foster mutual respect for the aspirations, input, and ideas of all team members and strengthen professional relationships based on mutual trust. Furthermore, they ensure the availability of facilities, infrastructure, and operational support to bolster productivity. To strengthen collaboration and streamline communication, they regularly hold dialogue forums and participatory idea-exchange sessions. Agreeing with James MacGregor Burns in Darul 2024, Burns explains that a transformational leader is someone who can improve the motivation, morale, and performance of subordinates not only through rewards or instructions, but also by igniting collective work spirit, building a shared vision, and encouraging active employee involvement in the decision-making process. This leadership style is evident in the way Bappelitbangda leaders foster an open and transparent work environment. By providing space for employees to express their opinions and actively participate in completing tasks, leaders demonstrate respect for their intellectual capacity and professionalism. This attitude reflects intellectual stimulation, a key characteristic of transformational leadership, where leaders encourage employees to think critically, seek innovative solutions, and are unafraid to share new ideas. Furthermore, Burns emphasizes the importance of building working relationships based on mutual trust and respect. In this context, leaders' direct monitoring of work without being authoritarian and providing adequate supporting facilities are concrete examples of leadership oriented toward employee empowerment. With this approach, organizational tasks can be completed in a timely manner in an atmosphere that supports collaboration, intellectual growth, and job satisfaction. Often, obstacles to intellectual stimulation are reliance on employees' quick, critical, creative thinking, and self-confidence. If employees lack these skills, they will struggle to play an active role in collaborative work because they are always waiting for direction from their superiors even though they already know the job.

Personal Awareness

Leaders demonstrate that they value individual contributions by openly recognizing and praising work that aligns with organizational goals. This motivates employees to continuously improve their performance and take pride in their accomplishments.

From the results of field interviews with informants, it can be seen that the leadership of Bappelitbangda demonstrates a strong commitment to improving work discipline within the agency. The leadership consistently instills awareness in every employee of the importance of discipline and a deep understanding of their respective duties and responsibilities in each area. One form of discipline enforcement that receives special attention is attendance at the morning assembly held daily at 08.00 WITA. Through this activity, the leadership not only conveys important directions and information but also builds an orderly and organized work culture. Interestingly, before demanding discipline from their subordinates, the leadership first provides a concrete example through disciplined work attitudes and behavior. This exemplary behavior reflects leadership integrity that encourages employees to follow in the same footsteps. With this approach, it is hoped that the agency's goals can be achieved effectively and efficiently through synergy built on discipline and shared responsibility. In line with Elizabeth B. Hurlock in (Alwati et al. 2020), a person's discipline is not an innate trait but the result of a habituation process influenced by the environment and leadership figures around them. In this regard, the Bappelitbangda leadership, who consistently exemplifies discipline to their subordinates, plays a crucial role as role models, shaping employee awareness and behavior. Hurlock emphasized that individuals tend to imitate the behavior of figures they respect and hold authority, so leadership's exemplary behavior is crucial in instilling the values of discipline and responsibility in every task. With this approach, leaders not only provide verbal direction but also demonstrate commitment through concrete actions, thereby fostering an effective and professional work culture within Bappelitbangda.

Supporting Factors.

Supporting factors, such as employee discipline, play a significant role in fostering awareness among coworkers about the importance of creating a positive environment and adherence to regulations.

Interviews revealed that a key factor supporting employee discipline in transformational leadership is the provision of rewards for employees who adhere to existing regulations and punishment for those who do not.

Setting an Example for Subordinates. By demonstrating discipline, punctuality, and adherence to regulations, leaders set a concrete example for their subordinates to emulate. This creates a positive work culture and improves overall employee discipline. Leaders set a good example for their colleagues. They provide rewards or recognition. Awards serve as a form of appreciation for disciplined employee behavior. Rewards motivate employees to maintain or improve their performance and foster loyalty to the organization for employees who practice discipline in accordance with existing laws and regulations. Punishment. Punishments or sanctions are given proportionally to employees who violate rules. This is important to maintain order, provide a deterrent effect, and demonstrate that discipline is a value that must be upheld. However, it must be implemented fairly and according to procedure.

Inhibiting Factors

In addition to supporting factors, there will always be inhibiting factors that must be addressed to further improve employee discipline. Interviews revealed that the barrier to fostering discipline in employees is the gap between leaders and subordinates. When the relationship between leaders and subordinates is not harmonious or feels distant, communication and coordination become ineffective. This can hinder the implementation of disciplinary values because employees feel uninvolved or unnoticed. This lack of openness and transparency can lead to a lack of transparency. Secretive decision-making or access to important information can leave employees feeling untrusted or disrespected. Transparency is crucial for building trust, accountability, and a shared sense of responsibility for discipline. Unwillingness to Upgrade Skills: Leaders who fail to improve their competencies will struggle to adapt to change, including in discipline management. Transformational leadership requires continuous learning to effectively inspire and direct employees. Lack of Solutions: When leaders are unable or unwilling to resolve emerging discipline issues, it can lead to distrust and disappointment among employees. This can create uncertainty, lower morale, and weaken the overall implementation of discipline.

IV. CONCLUSION

Based on the research results and discussion regarding the Analysis of Transformational Leadership in the Implementation of Employee Discipline at the Wajo Regency Research and Development Agency (Bappelitbangda), several important points can be concluded for evaluation at the Wajo Regency Bappelitbangda.

The transformational leadership implemented by the Wajo Regency Bappelitbangda leadership has proven effective in creating a conducive, innovative work environment that is oriented toward achieving organizational goals. Through four key dimensions—inspirational communication, supportive leadership, intellectual stimulation, and personal awareness—leadership has successfully built a strong culture of discipline among employees. Effective communication, role modeling, performance recognition, and ongoing coaching are key to instilling disciplinary values. The main supporting factors in the implementation of transformational leadership are exemplary leadership, proportional reward and punishment, and the creation of an open and supportive work environment. However, there are also inhibiting factors such as a gap between leaders and subordinates, a lack of openness, resistance to change, and minimal efforts to develop employee competencies. These obstacles can reduce the effectiveness of discipline implementation if not addressed promptly.

Transformational leadership successfully boosted employee discipline at the Wajo Regency Research and Development Agency (Bappelitbangda) through a holistic and inspirational approach. Leaders implemented structured and motivational communication, accompanied by transparent performance monitoring to ensure tasks were completed on time. They also demonstrated an understanding of the varying abilities of each employee, creating a positive work environment, and supporting employee well-being. Key supporting factors included leadership role models, a clear reward and punishment system, and thorough planning to foster a sense of discipline. With leadership role models as catalysts, employees were motivated to adhere to established disciplinary standards.

Based on the research findings, the following policy proposals are proposed to strengthen transformational leadership and employee discipline at the Wajo Regency Bappelitbangda. A regular Leadership Academy program is needed, combining training in inspirational communication, conflict management, and collaborative decision-making for all levels of leadership. This program can be integrated with monthly coaching clinics to address specific issues in each work area. Implementing a technology-based Smart Discipline system through a mobile application that integrates digital presence, real-time performance monitoring, and two-way feedback features, supported by a points-based reward system that can be exchanged for career development opportunities and strengthening organizational culture can be done through a role model day program where leaders go directly to the field, as well as the preparation of an organizational code of ethics that is compiled in a participatory manner by building a tiered competency development system through the

Bappelitbangda Learning Center that offers technical and soft skills training with an adaptive curriculum. Implementation of this policy requires the formation of an independent supervisory team that conducts quarterly evaluations with the main indicators of improving discipline, innovation, and employee satisfaction, and is supported by a special budget allocation in the Regional Budget (APBD) for HR development and management digitalization.

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